

Glasgow City Council

Role Profile Description

Date	January 2006
Family	Clerical and Administrative Processing
Role profile Level Number	5
Reporting line (general)	
Purpose	
To organise and control a team for their day to day operational delivery of a business service.	
Work area statement	
Action	End Result
People Management	
Monitor the standard of staff's performance and ensure resolution of any issues.	• Work done to given standards of accuracy, quality, output etc • Performance issues rectified or escalated
Conduct discipline, grievance and absence management procedures for staff.	• Meeting of Council requirements • Control of absence
Lead, develop and motivate a team of staff.	• Ensure that the team members develop their skills and knowledge and are capable of achieving the required performance • Achievement of work objectives
Delivery of services	
Make real time service decisions in response to operational issues in line with local procedures and established guidance.	• Efficient and timely service delivery • Provision of customer service to required standard
Analysis and Reporting	
Analyse and interpret data and make limited changes and recommendations to senior management for process and performance improvement.	• Senior management informed and advised of improvement opportunities • Improvement of process efficiency and quality of service
Financial Transactions	
Monitor and reconcile financial transactions; authorise refunds of overpayments.	• Monies reach the correct destination in a timely manner
Resource management	
Organise the availability of all resources including equipment, budget, people and systems.	• Delivery of optimum levels of customer service at all times • Efficient allocation of resource
Budget	
Contribute to the planning of expenditure for the team or site.	• Prioritisation of requirements and allocation of funds to meet objectives
Continuous improvement	
Contribute to the continuous business improvement process	• Optimal efficiency of processes • Effective meeting of change objectives
Plan, communicate and coach for change.	• Successful and efficient implementation of change programmes • Buy-in and staff commitment to change
Review the functionality of systems and keep them up to date and fit for purpose.	• Efficiency and relevance of systems • Provision of accurate and useful management information

Nature of contacts and relationship (who and the nature of the communications)		
Full management responsibility for staff. Communication with other agencies and limited contact with elected Members. May involve dealing with difficult service users with escalated issues.		
Working Environment Context (disruption, physical, disagreeable, health and safety aspects)		
Office or public building based. May involve occasional visits to people in their homes without prior risk assessment.		
Procedural Context (creativity, discretion, impact)		
Act within guidelines and standard procedure. May include financial reconciliation and authorisation of small-mid level refunds. Some decision making on operational issues. Deals with escalated issues, typically from level 3.		
Key facts and figure ranges (include likely size of any team managed)		
Management of 4-5 direct reports and 18-20 indirect reports. Call centre staff may manage 14 direct reports.		
Skills, knowledge and qualifications		
Formal qualifications required. Essential and generally preferred		
No formal qualifications required for majority of roles. HNC / SVQ L3 or equivalent desirable (essential for call centres). Proficient reading, writing and numeracy. Maybe working towards business qualification.		
Work knowledge		
Experience of supervising staff and work allocation essential. Experience of implementing change desirable. Working knowledge of who Council colleagues are and what they do. Understanding of how to deal with customers to required standards of service. Full working knowledge of processes, procedures and systems within area of operation Knowledge of service provided in own area and service specific guidelines. Knowledge of multiple services desirable. Understanding to effectively investigate records and data to answer queries.		
Work skills and equipment operated		
Thorough working knowledge of relevant software packages (e.g. Microsoft Word, Excel, SAP).		
Key Competency Requirement		
	Competency	Level
1	Personal Effectiveness: Communicating	2
2	Personal Effectiveness: Decision-making	2
3	Providing Excellent Customer Service: Collaboration	2
4	Providing Excellent Customer Service: Forward Thinking	2
5	Managing Change: Planning and Delivering Change	2
6	Leadership: Provides Support	2